

CALIFORNIA DEPARTMENT OF CORRECTIONS AND REHABILITATION



REPORT TO THE
GOVERNOR AND LEGISLATURE

**Efficiencies Achieved Through
Reorganization
Combined Quarterly Report
July 2005 through December 2005**

Supplemental Report of the 2005 Budget Act, Item 5225-001-0001

December 2005

TABLE OF CONTENTS

Executive Summary	2
I. Introduction	3
II. Description of the Reorganization	6
III. Status of the Consolidation and Reorganization	8
IV. Programmatic Efficiencies and/or Service Improvements: Organizational Restructuring	15
V. Programmatic Efficiencies and/or Service Improvements, and Initiatives: Organizational Goals	20
VI. Programmatic Efficiencies and/or Service Improvements, and Initiatives: Program Goals.....	35
VII. Conclusion and Next Steps.....	59

EXECUTIVE SUMMARY

This report, entitled “Efficiencies Achieved Through Reorganization” was prepared by the California Department of Corrections and Rehabilitation (CDCR) in response to the following language contained in the Supplemental Report of the 2005 Budget Act, Item 5225-001-0001, #2:

Efficiencies Achieved Through Reorganization. Quarterly, beginning on October 1, 2005, the CDCR shall report to the Chair of the Joint Legislative Budget Committee regarding the status of the department's reorganization, which shall include a discussion of any fiscal and programmatic efficiencies and/or service improvements resulting from the reorganization.

This report covers the quarterly periods ending September 30, 2005 and December 31, 2005. The CDCR devoted the first six months of the reorganization to the establishment of baseline operations, which included the following key tasks: establishing and filling top leadership positions within the CDCR; establishing new organizational structures, reporting relationships, and job responsibilities for each office under the new CDCR; consolidating or establishing new systems, processes, and procedures; and redirecting resources in conformance with the new organizational structure, including the physical relocation of staff.

Due to the magnitude of the reorganization, the CDCR expects the aforementioned tasks to continue throughout this fiscal year. Nonetheless, the CDCR anticipates that the reorganization of its programs and functions will improve programmatic effectiveness and service delivery, and will result in future efficiencies. Included within this report is a summary of some of the significant accomplishments and efficiencies that the department has achieved thus far and their relation to the Strategic Plan (January 2005).

I. INTRODUCTION

From the 1940's through the 1970's, California was the model of an efficient correctional system. Over the last 25 years, the size and needs of the system have grown but the organizational model has remained the same. Since 1980, the number of inmates has increased 554 percent and the number of adult correctional institutions has nearly tripled from 12 to 32. Today, California has the second largest state adult correctional system in the United States with 164,000 inmates (Texas has 167,000). The state also detains 3,500 wards and monitors 114,000 adult and juvenile parolees, resulting in a total of more than 300,000 cases across the system. Yet the state still operates a system in which heads of individual correctional institutions have almost complete control over operations. This might have made sense for a small system with a few prisons, but today it is essential to have a unified management structure that improves accountability, eliminates duplication, generates leverage and shares best practices across the entire organization.

- Governor's Reorganization Plan #1, January 2005

One year after the release of the Governor's Reorganization Plan #1, major steps have been taken towards the reform of California's Youth and Adult Correctional System, one of the most significant steps being the consolidation and reorganization of the state's youth and adult correctional departments into a single department, the California Department of Corrections and Rehabilitation (CDCR). In the months leading up to the establishment of the CDCR, the Secretary of the Youth and Adult Correctional Agency, along with countless individuals throughout the organization, produced a Strategic Plan and an organizational structure to serve as a roadmap for restoring California to national leadership in the area of youth and adult corrections and rehabilitation. This report provides information on the status of these reorganization and reform efforts.

On May 10, 2005, California enacted Senate Bill (SB) 737 (Chapter 10, Statutes of 2005), a major piece of legislation that laid the groundwork for the consolidation and reorganization of the state's youth and adult correctional departments. SB 737 brought together seven existing departments and boards into an organizational model designed to transform the bureaucracies and inefficiencies of California's corrections departments into a corrective and rehabilitative model that will better prepare the adults and juveniles under the care and custody of the CDCR for reentry into society and enhance public safety overall. The newly established CDCR, the largest department in state government, was created on July 1, 2005, just 37 business days after SB 737 was signed into statute.

The importance of recognizing the total context of these changes is imperative. During this period, the existing challenges of an increasing offender population and various existing federal and state court orders required extraordinary efforts by all staff. By December 2005, the adult inmate population reached the unprecedented level of 167,800 requiring an increasing use of overcrowding beds in program spaces to house inmates. The juvenile population was also housed in overcrowded conditions that seriously compromised safety and our ability to deliver needed programs.

Additionally, staff continued their efforts to achieve and/or continue compliance with various federal and state court orders (e.g. *Farrell vs. Hickman*, *Valdivia vs. Schwarzenegger*, *Madrid vs. Schwarzenegger*, *Plata vs. Schwarzenegger*, *Coleman vs. Schwarzenegger*) and manage facilities and infrastructure impacted by years of overcrowding and inadequate maintenance resources. Staff's ability to provide the energy and commitment to developing and implementing essential changes and reform while simultaneously managing programs during a period of unprecedented operational challenges should be commended.

The consolidation of the state's youth and adult correctional departments has, at its core, the following desired goals:

- Change of focus from a custodial model to a correctional model that encompasses the critical need for rehabilitation in our public safety mission.
- Creation of a strategically directed and managed organization, guided by an overarching Strategic Plan.
- Creation of efficiencies through the consolidation of like functions, reductions in service duplication, and leveraging economies of scale that occur in an organization the size of the CDCR.
- Reduction in recidivism through the formation of community partnerships that promote shared responsibility for community safety and create meaningful evidence-based programs that support successful reintegration of offenders into the community.
- Implementation of a Performance Management System that uses data-driven performance measures to assess and manage organizational performance.
- Implementation of a governance structure that supports coordinated and evidenced-based decision making, and the identification and application of best practices.
- Improved administrative systems support for achieving program goals.
- Standardized application of operational policies and procedures.

The achievement of these results aid in the accomplishment of the department's mission:

To improve public safety through evidence-based crime prevention and recidivism reduction strategies.

And the vision:

We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort that provides:

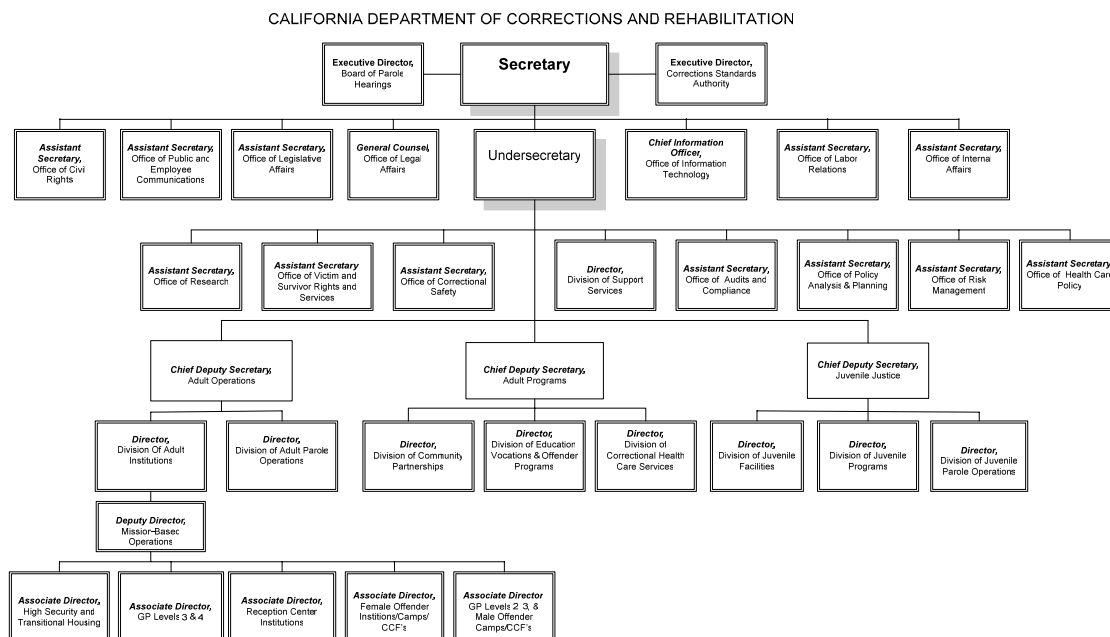
- *Intervention to at-risk populations*
- *Quality services from time of arrest*
- *Successful integration back into society*

II. DESCRIPTION OF THE REORGANIZATION

The new California Department of Corrections and Rehabilitation (CDCR) is a consolidation of seven independent departments and boards formerly organized under the Youth and Adult Correctional Agency (YACA). The creation of the CDCR eliminated the YACA and brought the seven departments and boards as well as the functions maintained by the YACA under one department headed by the Secretary of the CDCR. The impacted departments consisted of the California Department of Corrections (CDC), California Youth Authority (CYA), Board of Corrections (BOC), Board of Prison Terms (BPT), Correctional Peace Officers Standards and Training (CPOST), Narcotic Addict Evaluation Authority (NAEA), and Youth Authority Board (YAB).

Consolidating the many correctional functions under one department not only allows for improved coordination of functions and services, but also allows for the consolidation of common functions. Common functions now have an emphasis on customer service and are significantly changing the way the department interfaces and operates as a whole.

The new organizational structure closely aligns with and supports the recommendations outlined by former Governor Deukmajian's Independent Review Panel (IRP) as reported in the Governor's Reorganization Plan (GRP) #1. The current organizational structure is shown below:



One significant difference between the organizational structure shown on the previous page and the one included in the GRP #1 is the retention of a comprehensive Division of Juvenile Justice that continues to contain all programs related to juvenile justice. This decision was made after administrative and legislative consideration of the impact of a decentralized juvenile justice function and determination that this area requires centralized program administration. As such, custodial, educational, health care and other programs remain organizationally combined. Administrative functions, such as personnel and budgets, have been consolidated under the department's support function.

The Secretary of the CDCR has authority over all activities in the department. The line managers continue to have day-to-day authority over operations within their areas, but are accountable to the Secretary for their performance. Common functions are shared and consolidated in the Office of the Secretary and include the areas of communication, legislation, research, planning, risk management, information technology, health care policy, human resources, training and development, internal affairs, labor relations, facilities management, finance and procurement.

The Undersecretary, Executive Directors, and various Assistant Secretaries report to the Secretary. Three newly established Chief Deputy Secretaries and some Assistant Secretaries report to the Undersecretary. The Directors within Adult Operations, Adult Programs, and Juvenile Justice report to their respective Chief Deputy Secretaries. The newly established Deputy Director of Mission-Based Operations reports to the Director of Adult Institutions, and the five newly established Associate Directors report to the Deputy Director of Mission-Based Operations.

This dramatically new structure will support the organizational and program goals set forth in the department's Strategic Plan and significantly improve the department's operations and communications throughout the CDCR.

III. STATUS OF THE CONSOLIDATION AND REORGANIZATION

The CDCR devoted the first six months of the reorganization to the establishment of baseline operations, which included the following key tasks: establishing and filling top leadership positions within the CDCR; establishing new organizational structures, reporting relationships, and job responsibilities for each office under the new CDCR; consolidating or establishing new systems, processes, and procedures; and redirecting resources in conformance with the new organizational structure, including the physical relocation of staff. Due to the magnitude of the reorganization, the CDCR expects the aforementioned tasks to continue throughout this fiscal year.

A brief discussion of some of the key organizational changes and consolidations that have been accomplished to date are described below:

- Consolidation of Administrative Services
On July 1, 2005, the CDCR officially began the merger of the central management and support functions of the YACA and its subordinate departments into a central body under the Division of Support Services (DSS). The DSS encompasses the following support functions: personnel and training services, business services, facilities management, and fiscal services. While a significant part of the DSS merger has been accomplished, the department continues to consolidate existing and/or establish new policies, procedures, processes, and systems which will effectively support all of the department's programs and activities.
- Consolidation of the Adult and Juvenile Parole Boards
The CDCR established a single operating board under the Board of Parole Hearings (BPH), which encompasses the activities previously performed by the Board of Prison Terms, the Youth Authority Board, and the Narcotic Addict Evaluation Authority. As of December 2005, the Executive Director of the BPH and 13 of its 17 members has been appointed by the Governor.
- Consolidation of the Office of Victim and Survivor Services
In the CDCR reorganization, a single office for all victim services was created under the direction of a new Assistant Secretary. This office now provides direct assistance to over 43,000 victims, staff, and county authorities for victimization and restitution issues.
- Consolidation of the Office of Legislative Affairs

The Office of Legislative Affairs was consolidated effective February 1, 2005, under the direction of the Assistant Secretary, Legislation. The new office consolidated separate legislative operations under the old organizational structure into one comprehensive, service-oriented

organization. The office is separated into three units: Adult Operations, Juvenile Operations, and Administration.

- Consolidation of the Office of Labor Relations

The Office of Labor Relations (OLR) was consolidated to report directly to the Assistant Secretary, Labor Relations effective February 2005. As such, the beginnings of a matrix organization with streamlined services for the field, headquarters, executive management and other stakeholders was established.

Effective July 1, 2005, the OLR established four specific units to provide effective, concise customer service to the department as well as stakeholders. These units include: Grievance and Arbitration, Negotiations, Special Projects and Field Operations. The reorganization of OLR has provided enhanced services in the labor arena.

- Consolidation of the Office of Public and Employee Communications

The Communications and Public Affairs offices in the old organization were consolidated into one Office of Public and Employee Communications, which includes operations that not only deal with public inquiries from the media but also develops tools to better communicate with staff in the new department.

The new organization took the old structure of separate public information operations at each department and board and combined them into one consolidated operation that supports all the facets of the new department. The new structure has a unit designated as the Press Office that is dedicated to providing timely information to the public and the media.

Another unit within the office is the Communications Unit, which provides information for staff through tools such as the CDCR Staff News, video, and weekly messages from the Secretary. The Communications Unit also provides services to management on the development of special events such as the Medal of Valor ceremony and talking points for the executive management of the organization.

This new operation, while still in its early stages of development, will provide the department with improved communications with the public and the staff. All of this was done with no increase in the existing communications budget.

- Consolidation of the Office of Research

The Office of Research was created under the direction of the Assistant Secretary effective July 1, 2005.

The Office of Research consolidated existing research staff from the CDC and CYA and defined the core functions of the office. There are ten full-time

research staff engaged in applied research and program evaluations, program performance measures and tracking systems, and the dissemination of research-based knowledge about effective correctional programs. The office also coordinated external research initiatives undertaken by academic researchers to contribute to both the scholarly and scientific understanding of the causes of crime and delinquency that will improve the CDCR programs and policies.

- Consolidation of the Office of Audits and Compliance

The Office of Audits and Compliance (OAC) was created effective July 1, 2005.

The existing audits and compliance staff from the CDC and CYA were merged to create this office. The OAC is responsible for the coordination of contact with external auditing entities, including the Bureau of State Audits, Office of the Inspector General, and the Department of Finance. The OAC conducts audits of programs to ensure compliance with applicable policies, regulations, and law.

- Reorganization of Adult Operations

In July 2005, the Chief Deputy Secretary, Adult Operations, and the Directors of the Division of Adult Institutions (DAI) and Division of Adult Parole Operations (DAPO) were appointed by the Governor. Their focus over the past six months has been on establishing the two program divisions.

Division of Adult Institutions

A comprehensive plan for the Division of Adult Institutions (DAI) was developed, which details an organization, director, programs and procedures to enhance the safety, security and operational effectiveness of the institutions and the programs provided to offenders to affect behavioral changes and enhance public safety.

The new DAI has been restructured from three Regional Offices (North, Central, and South) to five mission-based offices in the areas of:

- High Security and Transition institutions;
- Reception Center institutions;
- Female Offender institutions, to include female camps and community correctional facilities (CCFs);
- Level III and IV General Population institutions; and
- Level II and III General Population institutions, to include male camps and CCFs.

This restructuring has enhanced the DAI's ability to fulfill its institutional management responsibilities by placing institutions of similar missions under a common leadership. In this manner, the mission offices are able to provide more direction and assistance to institutional staff on day-to-day activities, including on-site follow-up reviews and proof of practice for areas such as suicide prevention, peer reviews, medical and mental health court monitoring reviews, Administrative Segregation Units (ASU), institutional compliance, escape reviews, security reviews and special programs.

Division of Adult Parole Operations

The reorganization has enabled the CDCR to explore new program services. The Division of Adult Parole Operations' (DAPO) overarching goal is to improve public safety through evidence-based crime prevention and recidivism reduction strategies to enhance the reintegration of parolees back into the community.

- Reorganization of Juvenile Justice

The Chief Deputy Secretary (CDS), Juvenile Justice, was appointed by the Governor on July 1, 2005. The CDS has extensive experience in juvenile justice from three other states and will provide a breadth of knowledge to ensure reform within the juvenile justice system.

The Division of Juvenile Justice (DJJ) has developed a comprehensive plan that will be implemented over the next 18 months to reform state juvenile corrections in California. Staff has visited other states, held numerous meetings with stakeholders throughout California, consulted with court experts, and conducted research on evidence-based principles and best practices in juvenile corrections throughout the nation. The DJJ will continue to work with nationally recognized experts and statewide stakeholders on the continued development and implementation of juvenile justice reform.

Details on the department's *Farrell v. Hickman* (formerly *Farrell v. Allen*) remedial plans on education, sex offenders, disabilities, and mental health and rehabilitation can be found in the department's December 1, 2005 report to the Legislature on this subject.

- Reorganization of the Office of Internal Affairs

Internal affairs services within the CDCR have improved considerably as a result of the reorganization. Most notably, accountability and independence have been enhanced, as the Office of Internal Affairs (OAI) Assistant Secretary and regional supervisors are responsible for all internal affairs investigations occurring within the CDCR. Also, various practices and processes are being made consistent throughout the state by utilizing best practices from the former CDC and CYA.

A more streamlined internal affairs system is emerging. The merging of regional offices and resources of the former CDC and CYA to create the CDCR's OIA is continuing as planned. The OIA offices are also co-locating regionally with the Office of the Inspector General's Bureau of Independent Review (BIR), which will provide for more immediate coordination and management on investigatory and disciplinary issues of mutual concern and responsibility.

- Reorganization of the Office of Legal Affairs
Effective July 1, 2005, the Office of Legal Affairs (OLA) was created from the legal departments of the CDC, CYA and BPT. The office is led by the General Counsel with the assistance of the Chief Deputy General Counsel. The OLA consists of eight lead teams, each led by an Assistant General Counsel. These teams include: Labor and Human Resources, Business and Infrastructure, Institutions, Employment Advocacy and Prosecution, Health Care, Parole, Liability Assessment and Litigation Management, and Legal Access.
- Reorganization of the Corrections Standards Authority
Effective July 1, 2005, the Corrections Standards Authority (CSA) was created from the Board of Corrections (BOC), Correctional Peace Officers Standards and Training (CPOST), and Narcotic Addict Evaluation Authority (NAEA). The reorganization expanded the membership of the CSA from 15 members to 19 members, consolidated the duties and functions of the BOC, CPOST and NAEA and entrusted the CSA with new responsibilities. Those responsibilities include the development of statewide standards for the operation of adult institutions and juvenile justice facilities, the administration of the adult and juvenile Interstate Compact Programs, and the administration of the Proud Parenting and Youth Center/Youth Shelter Programs.
- Reorganization of the Division of Correctional Health Care Services and the Office of Health Care Policy
The Division of Correctional Health Care Services (DCHCS) was reorganized to better address the organizational needs of the health care function. In addition, SB 737 created the Office of Health Care Policy (HCP), which facilitates the development and implementation of broad initiatives that assist the CDCR in achieving strategic health care objectives.

In December 2005, the Director of the DCHCS and the Assistant Secretary of HCP were appointed. The appointment of these two critical leadership positions coincided with the release of major court orders related to staff resources for the medical program.

- Creation of Adult Programs

Under the new CDCR organizational structure, Adult Programs is responsible for community collaboration and all adult programs. The functions and activities carried out by Adult Programs directly support Goal Six of the Strategic Plan, which calls for outreach and partnerships to develop meaningful programs and processes to promote shared responsibility for community safety.

The focus over the past six months has been on establishing the three new divisions of the new organizational structure, which encompasses the Division of Community Partnerships, the Division of Education, Vocations and Offender Programs, and the Division of Correctional Health Care Services. Additionally, in an effort to ensure a smooth transition of adult parolees into programs, discussions and collaborations between the DAPO, and Adult Programs have begun.

- Creation of the Office of Correctional Safety

The composition of the Office of Correctional Safety (OCS) was initially derived from the Department of Correction's Law Enforcement and Investigations Unit, which consisted of the Special Services Unit, Fugitive Apprehension Team, and Gang Management Unit. To date, the Assistant Secretary position has been established and reports directly to the department's Undersecretary.

Several units from the multiple organizations have been migrated to the OCS. These units include the Emergency Operations Unit from the CDC Institutions Division, Institutional Gang Investigative Unit and Gang Investigator's Apprehension Unit from the CYA, and Gang Intelligence Unit from the CDC Adult Parole Division.

- Creation of the Office of Enterprise Information Services

The CDCR created the Office of Enterprise Information Services (EIS), which functions at a policy level and reports directly to the Office of the Secretary. This change was implemented under the new organizational structure in recognition of Goal Two of the Strategic Plan, which in part, addresses the consolidation of information technology (IT) resources under a central authority. This change also emphasizes the importance of IT within the department, and the need to establish a sound IT infrastructure and correctional policies and standards through enterprise architecture. As identified in the plan, the CDCR has also developed an IT governance structure for project prioritization of technology initiatives and application of best practices.

- Creation of the Office of Policy Analysis and Planning

The Office of Policy Analysis and Planning is currently under development. Whereas the department is establishing this new policy analysis and

planning function, the DJJ is currently leading the effort on developing the plans for reforming the state's juvenile corrections system. This project is an important example of the type of multi-disciplinary policy analysis and planning that will be possible with this new office.

- Creation of the Office of Risk Management

The Office of Risk Management (ORM) was developed as part of the newly established CDCR, as both the California Performance Review and the Independent Review Panel identified the need to manage risk in a correctional environment. The ORM will provide strategic direction and policy to manage liability risk factors and exposures in the following areas: general liability, court compliance, litigation and claims, information security, offender information and appeals, workers compensation, occupational health and safety, regulations and policies. To the extent possible, the ORM is being modeled after the Los Angeles County, Chief Administrative Office, Risk Management.

- Creation of the Office of Civil Rights

On July 1, 2005, the Office of Civil Rights (OCR) assumed responsibility for investigating all complaints of discrimination based on civil rights laws throughout the new CDCR. Investigation, tracking, and reporting of all discrimination complaints within CDCR, including those from BPH and CSA are now being handled through the OCR.

IV. PROGRAMMATIC EFFICIENCIES AND/OR SERVICE IMPROVEMENTS: ORGANIZATIONAL RESTRUCTURING

During the six months since the creation of the CDCR, the department has reached a number of significant milestones in the development of an effective and efficient consolidated department. In addition, many program objectives and strategies have been achieved throughout the department. Combined, these efficiencies and/or improvements serve as the foundation for restoring California's correctional system and regaining national leadership in the area of youth and adult corrections and rehabilitation. This section presents the major **high-level** efficiencies and/or improvements in the area of organizational restructuring. It is followed by a section that details the programmatic efficiencies and/or service improvements that support the new organization.

- Creation of a Strategic Plan

In January 2005, the YACA developed and released its first ever Strategic Plan. The agency's vision, mission, and values were redefined and goals, strategies, and objectives were established to set its strategic direction and guide the agency over the next few years. The Strategic Plan consists of four organizational goals: Workforce Excellence, Technology, Organizational Effectiveness, and Legal Compliance and three program goals: Crime Prevention and Safety, Outreach and Partnerships, and Health Care Delivery. The plan fully supports the agency's commitment "to improve public safety through evidence-based crime prevention and recidivism reduction strategies" and "end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort."

Strategic Planning Implementation Teams were established in March 2005 to continue work on the goals, strategies, and objectives outlined in the department's Strategic Plan. Each team developed action plans for their respective areas and has implemented and is continuing to implement the goals, strategies, and objectives for their goal areas.

- Implementation of Performance Measures

Under a partnership with the California State University, Northridge, Center for Management and Organizational Development, the CDCR is beginning the development of data-driven strategic performance measures for six of the seven goal areas in the Strategic Plan. These performance measures begin to form the foundation for the continuous assessment of the department's movement towards strategic goals. The performance measures allow for regular evaluation of program performance, rapid identification of trends and identification of both best practices and areas for improvement. The establishment of evidence-based performance measures will serve as a baseline for department assessment and assist in standardizing correctional performance measures across the nation.

- Implementation of a New Organizational Structure
As discussed in the previous section, significant efforts were undertaken to consolidate the operations of seven independent departments and boards into one consolidated department. Under the leadership of the department's Secretary, various offices were consolidated and new offices created. In addition, new executive leadership positions were established in order to better manage the day-to-day operations of the department. A number of high-level executive management positions were established to manage both the consolidated and newly created offices within the department.
- Movement toward Matrix Management
In preparing and planning for the implementation of the new organizational structure, the department is implementing a matrix management structure supported by a new governance structure and service level agreements. This structure removes existing "stovepipes" and creates a mutually independent department.
- Implementation of a New Governance Structure
In June 2005, as a means of enhancing support for strategic and operational decision making in the new CDCR, five executive-level governance committees were established. The newly created governance committees will provide the CDCR with a governance process and structure that will advance the department's efforts toward a matrix managed organization and will advance the department's public safety mission, support its vision and values, and enhance organizational efficiency and effectiveness. The five governance committees and their primary charge are:

Executive Policy Committee (EPC) – The EPC considers all aspects of the CDCR philosophy and determines the broad guidelines necessary to convey expectations for organizational performance. Some of the functions of the EPC consist of:

- Identifying policy issues and assigning staff to assess the need for modifications to existing and/or new policies.
- Deliberating policy issues based on requests and recommendations from other offices within the department, committees, and/or advisory groups.
- Enacting policies and providing leadership and guidance to organizational decision-makers.
- Overseeing Service Level Agreements (SLA) between executive team members and operational units.

Operations Committee (OC) – The OC establishes procedures and action plans for implementing the CDCR policies at the operational level, including prioritization, resources, authority and accountability,

and performance measurement standards. Some of the functions of the OC consist of:

- Establishing procedures and action plans for implementing policies at the operational level.
- Identifying possible policy matters and forwarding them to the appropriate areas.
- Setting operational-level priorities, resource allocations, and clear lines of authority and accountability for outcomes.
- Establishing procedures for obtaining and making data available to organizational decision-makers.
- Monitoring performance measures, establishing dashboards, scorecards, and weekly and monthly reviews.
- Conducting systematic reviews of operational functions and streamlining core business processes to increase efficiency.
- Monitoring operational-level matrix SLAs.

Joint Council (JC) – The JC establishes a labor-management council, which collaboratively identifies and resolves barriers to both individual and organizational development. Some of the functions of the JC consist of:

- Establishing topical areas for joint labor-management cooperation and accompanying procedures/processes for identifying existing and emergent difficulties.
- Establishing teams to analyze identified issues and propose alternative actions to resolve disputes.
- Forwarding recommendations to the EPC or OC for consideration.

Strategic Planning Coalition (SPC) – The SPC provides leadership and oversight to implement and, as appropriate, modify the department's Strategic Plan. Some of the functions consist of:

- Overseeing progress on the Strategic Plan.
- Working with the OC to ensure the alignment and integration between Strategic Plan outcomes/measures and operational-level outcomes/measures.
- Recommending revisions to the existing Strategic Plan and presenting them to the EPC for consideration.
- Creating a communication plan regarding the Strategic Plan and its implementation for key external stakeholders.
- Preparing an Annual Report highlighting operational trends, progress against selected external organizations' benchmarks, best practices, and/or research findings.

Executive Management Team (EMT) – The EMT provides a forum for information sharing and identification of emergent issues that could affect the CDCR policies and practices. Some of the functions consist of:

- Providing updates from specific areas of responsibility and identifying cross system dependencies and areas for collaboration.
 - Assessing the applicability of programs/practices from external organizations, recommendations to improve organizational operations, and evidence-based research findings.
 - Conducting in-service education sessions and team development exercises.
-
- Creation of a Community Partnerships Division
As addressed by former Governor Deukmajian's Independent Review Panel (IRP), there is a need for offenders to be prepared for reintegration into the community from the moment they are received in the correctional system until they are released from parole. Therefore, as a part of the reorganization, the Division of Community Partnerships was established with the primary goal of creating collaborations with community stakeholders. The Division of Community Partnerships will focus on successfully reintegrating offenders into their local communities by building cohesive partnerships with communities and organizations willing to help us attain our goals.
 - Creation of a Victims and Survivor Rights Office
Equally important is the need to develop a statewide operational plan for improving victim services and enforcing victims' rights in the correctional system. In an effort to achieve that goal, the department established the Office of Victim and Survivor Rights and Services under the direction of a new Assistant Secretary. This office regularly interacts with victim witness organizations, victim advocates, and victims themselves to address victims' issues and offender accountability.
 - Creation of a Transition Management Office (TMO)
In September 2005, a TMO was established within the Strategic Planning and Organizational Development Office (SPODO) to provide support to management for high-level activities designed to support the department's reorganization efforts as well as support change management.

The TMO has administered the first ever Employee Organizational Assessment. A random, stratified sample of 5,000 CDCR employees was selected to participate in this statewide employee survey to provide their opinions about organizational wellness and individual satisfaction within the CDCR. The results of the employee survey are anticipated to be released in Spring 2006.

- Consolidation of the Office of the Ombudsman

The Office of the Ombudsman was consolidated on July 1, 2005 and reports directly to the Office of the Undersecretary. The consolidation allows the office to proactively address issues and concerns within the department in a seamless manner and allows for the monitoring of administrative decisions to ensure the institution's implementation and compliance with department policies. With the consolidation of staff, ombudsmen have been trained to respond to issues for both juveniles and adults regardless of their primary assignment.

V. PROGRAMMATIC EFFICIENCIES AND/OR SERVICE IMPROVEMENTS, AND INITIATIVES: ORGANIZATIONAL GOALS

This section presents the many programmatic efficiencies and/or service improvements undertaken by the CDCR during the last six months as well as initiatives that are under way. This material is presented according to the strategic goal. Section V addresses the four organizational goals and Section VI addresses the three program goals.

GOAL 1: WORKFORCE EXCELLENCE: Ensure a well-trained, quality workforce

Our success in meeting the increased complexity of correctional work depends on our ability to attract, train, develop, and retain a qualified workforce. Currently we do not have a hiring plan, systematic training and development of employees, updated classification and clear role responsibilities, or a consistent employee performance appraisal process. Due to the demands of the job, it is important to establish a wellness program that contributes to an employee's optimal health and supports a balanced lifestyle. We must invest in our people.

Division of Human Resources

The Human Resources (HR) Division has created a structure to provide a high level of customer service and ensure that it supports Goal One of the Strategic Plan. The HR Division has established service centers, workforce planning, aggressive cadet recruiting and training, leadership training, and succession planning.

Following are some of the programmatic efficiencies and/or service improvements that the new HR Division has initiated or accomplished to date:

- Office of Training and Professional Development
A leadership development program was implemented through a partnership with the California State University, Sacramento (CSUS). An accreditation proposal for the Basic Peace Officer Academy via the Criminal Justice Training Assessment in partnership with the Department of Justice - Office of Justice Programs has been accepted. If approved, units will be awarded for full credit toward academic degrees through Excelsior College. The on-site evaluation visit is scheduled for January 2006. Contracts have been awarded to three community college pilot sites to implement community-based regional academies. In addition, in anticipation of retirements on top of existing vacancies, expanded academies have been implemented to provide more trained peace officers.

- *Basic Correctional Officer Institute*
The Basic Correctional Officer Institute trains individuals to become Correctional Officers, Youth Correctional Officers, and Youth Correctional Counselors. The department is currently facing a shortage in these classifications and it is anticipated that this shortage will continue to grow as soon as anticipated retirements occur. The current budgeted capacity for the Basic Correctional Officer Academy (BCOA) is 1,920 cadets per year.
 - The 2006-07 Governor's Budget proposes the expansion of the current academy and establishes an offsite BCOA at the former Northern California Women's Facility.
 - The expansion will allow the department to train 2,460 cadets in FY 05/06, 3,720 in FY 06/07 and in each FY thereafter. The budget also includes augmentation of the Basic Correctional Juvenile Academy so that it will be able to produce 240 new peace officers each year - an increase of 180 from the 60 currently budgeted. The expansion will allow the department to better meet the need for new peace officers.
- *Community College Pilot*
The department is piloting delivery of the BCOA through the California Community College system. This will allow prospective Correctional Officers to train near their homes and future work locations. Napa Valley College, Fresno City College, and Santa Rosa College have been selected as the three sites for the pilot. The project will operate from January 2006 through January 2007. Each pilot will produce at least 20 students who have successfully completed the program, have passed their pre-employment and background requirements, and are ready to hire as Correctional Officers.
- *Streamlined Recruitment, Exam and Hiring Processes*
In response to in the *Coleman and Plata* court orders the CDCR has taken an extremely proactive and aggressive approach toward the recruitment, examination and hiring of various classifications.
 - *Expedited Registered Nurse (RN) Process (Specified Sites)* - An expedited RN hiring (no interview) process was implemented at five institutions (Corcoran, San Quentin, Salinas Valley State Prison, Pleasant Valley State Prison and California Medical Facility. This process resulted in the hiring of 11 RNs in the month of November 2005. In December 2005, five additional institutions were added to the RN Pilot Program (Kern Valley State Prison, Valley State Prison for Women, California Substance Abuse Treatment Facility and State Prison at Corcoran, Centinela State Prison and California

Men's Colony). On-the-spot hiring will be held at each of the five additional institutions during the first and second quarter of 2006.

- *Automation of RN Examination* - As of December 1, 2005, the RN Supplemental Exam was implemented (via the State Personnel Board's (SPB) website). Applicants are able to take the exam on-line, receive their results in less than one hour, and names are merged to the list the following day. As of January 4, 2006, approximately 268 candidates have been added to the certification list.
- *RN Workshop (Pilot)* - On December 10, 2005, the CDCR conducted the first nursing workshop with "*hiring on the spot*" at the California Medical Facility with a pool of potential applications. As a result of that workshop, over 40 RN vacancies are being filled. It is CDCR's intent to create a "tool-kit" for conducting these workshops and expand the pilot to other institutions and classifications.
- *Non-Scannable Supplemental Application (Pending SPB Approval)*
New "Training & Experience" examination applications and scoring criteria have been developed for the following classifications: Physician and Surgeon, Chief Physician and Surgeon, Chief Medical Officer, Supervising RN II and III, and Chief Deputy, Clinical Services. The SPB and the CDCR websites will contain links to the exam bulletins for each classification, each of which will contain a link to the supplemental application. These exams will be processed daily.
- *Expedited Exam Process for Remaining Plata Classifications* - Examinations for the following classifications are processed on a daily basis utilizing education and experience criteria: Nurse Practitioner; Nurse Instructor; Nurse Anesthetist; Public Health Nurse I/II/III; Nursing Consultant, Program Review I/II, and Surgical Nurse I/II. These examinations will be converted to the non-scannable application process within the next 90 days.
- *Increased Testing* - The CDCR has increased the frequency of testing being administered for classifications affected by *Coleman*. Testing now varies from every two weeks, monthly or every two months.
- *Physician Assistant (New Classification)* - This classification was created to facilitate the CDCR's ability to fill physician vacancies (by reclassification) while still providing quality health care. The job analysis and test development was initiated and the SPB established the classification in December 2005. As of December 23, 2005, this examination is included on the SPB website.

Applicants are able to take the exam on-line, get results in less than one hour, and names are merged to the list the following day.

- *Psychologist and Psychiatrist Strike Team* - The CDCR implemented this team to provide a focused effort to recruit qualified professionals to work for the CDCR. The team was established on a “peer-to-peer” concept by using current CDCR Psychologists/Psychiatrists who are knowledgeable of the desirable qualifications for employment. The team will develop recruitment strategies, identify events to attend, and conduct presentations at residency schools. Additionally, the team will provide input into the development of advertisements and direct mailers, and provide assistance as subject matter experts at workshops and events.
- *Office of Executive Recruitment and Program Performance Management*
The Office of Executive Recruitment and Program Performance Management was established to focus on the recruitment and selection of its executive staff. Since its establishment, the office has implemented an executive recruitment, interview, and hiring model, which provides for expanded recruitment and outreach of candidates as well as an objective rating and hiring interview process. Thus far, this model has been utilized in recommending several candidates to the Governor’s Office for exempt-level appointments. National and state-level contacts for the recruitment of correctional leaders in California have been established.
 - *Performance Measures:* The HR performance measurement program has been established.
 - *Process of Vetting:* In coordination with the Governor’s Office, the process of vetting Warden candidates through the Inspector General’s Office has begun and the appointment of several new members to the Department’s boards has been coordinated with the Governor’s Office.
- *Office of Peace Officer Selection*
The Office of Peace Officer Selection (OPOS) has successfully merged the juvenile and adult pre-employment peace officer selection processes and has appointed 1,325 Correctional Officers to the academy since July 1, 2005. Efforts are currently underway to staff the first Juvenile Justice Academy since the consolidation. In an effort to improve efficiencies and customer service, the HR has entered into a contract to help reduce the processing timeline for entry-level peace officers. The OPOS is also working to establish two new background investigation offices in Stockton and Covina in order to produce more candidates for the BCOA expansion needed in the coming months and years.

- *Office of Personnel Services*
The Office of Personnel Services has reorganized customer service centers to provide a seamless approach to customer service with regard to the hiring and payroll processes. An automated tracking system has been installed to assist customers in tracking the status of their hiring documents. A new, consolidated and updated Conflict of Interest (COI) code for the department was filed with the Office of Administrative Law in December 2005. This accomplishment brings the department into compliance with Legislative and Fair Political Practices Commission expectations with respect to the creation of a new COI within six months of the establishment of the new department.
- *Leadership Training Programs*
The success of the reorganization and reform for rehabilitation is dependent on trained and experienced quality leaders. The department has implemented leadership development programs, which will allow designated managers at all levels and first and second line supervisors to participate in leadership training and development.

The College of Continuing Education at the California State University, Sacramento (CSUS) will deliver the program for managers. The curriculum is competency-based and is founded on the Five Leadership Practices of Kouzes and Posner.

- *Executive Leadership Training Program:* This training was conducted in November and December 2005. It was a four-day training program over a two-month period. Approximately 90 top executives of the CDCR attended the training, which provided firsthand knowledge of the Leadership Program, principles and expected outcomes, leadership credibility, and ongoing implementation support. It also provided a learning opportunity with executives' peers to ensure continuity and a continuum of application and use of a common language of leadership principles.
- *Designated Manager Leadership Development Program:* This is a seven-day training program over a three-month period for 300 designated managers per FY over the next three FYs. This training is scheduled to begin in January 2006.

Sonoma Learning Systems, a private contractor, will deliver the Leadership Challenge training for first- and second-line supervisors. The Leadership Challenge is designed to evaluate the participants' current skills and assist them in the development of a comprehensive plan for making improvements in each area that is evaluated. The Leadership Challenge is also founded on the Five Leadership Practices of Kouzes

and Posner and supports the consistency and continuum with the CSUS Leadership Development Program.

- *First and Second-Line Supervisor Leadership Challenge Training:* This is a two-day training program to reach 1,600 first- and second-line supervisors. This training will include a coaching pilot program for 100 employees utilizing the leadership practices. Sixteen CDCR employees will be trained to co-facilitate the Leadership Challenge training. This training is scheduled to begin in Spring 2006.

Approximately one third of the CDCR managers and one quarter of the CDCR supervisors will be scheduled to attend leadership training in 2006.

GOAL 2: TECHNOLOGY – Develop information technology strategies and implement systems capable of managing both current and future needs

In today's increasingly complex organizational environment, Information Technology (IT) is the common link for integrating all aspects of the organization. To date, IT is consistently under funded, under staffed, and neglected. There is no overall IT strategy or governance structure. We must invest in building new information capabilities and capacities.

Office of Enterprise Information Services (EIS)

Following are some of the programmatic efficiencies and/or service improvements that the new EIS has initiated or accomplished to date:

- Technical staff has been working to consolidate the disparate departmental networks and email systems into one;
- EIS is establishing a single IT Help Desk call center for all of the CDCR computer customers. This will create a “one stop shopping experience” when customers need IT support or assistance;
- Separate data centers and computer servers have been merged into the main EIS data center;
- Staff has begun work on a complete redesign of the CDCR Internet website to reflect the new CDCR organization and goals, and provide accurate and timely information to internal and external stakeholders; and
- Technical staff will continue researching the possible application of new technologies to achieve organizational and business process efficiencies.

Business Information System (BIS) Project

The BIS project was originally approved as a CDC (only) project, focusing on the business processes and end user capabilities specific to the CDC. Due to the reorganization, the BIS refocused the business plan, developed project approval documents and augmented funding documents to expand the project scope to include all of the CDCR. This will allow for a more comprehensive standardization of the business activities by incorporating the reorganization at this juncture of the project.

Aligning the BIS project with the consolidated support operations will create a seamless process to incorporate the Governor's reorganization of the CDCR and provide the management tool necessary to improve the

information and communications of the department's operations, both internally and externally.

GOAL 3: ORGANIZATIONAL EFFECTIVENESS – Achieve organizational excellence in our operations and systems

The effectiveness of the organization depends on the alignment and integration of the structure, resources, and processes to accomplish our goals. The current organization evolved with a focus on autonomous units, and therefore, lacks functional integration. Program priorities often clash; lines of responsibility and accountability overlap and in some cases do not exist; and policies and procedures are frequently outdated and frequently applied differentially. We must build an organization where all components operate as a fully interconnected system.

Strategic Planning and Organizational Development Office (SPODO)

As recommended by the California Independent Review Panel, the CDCR provided broad internal and external distribution of the Strategic Plan, and communicated and educated staff, customers, and stakeholders on the plan's purpose and strategic goals and objectives.

Following are some of the programmatic efficiencies and/or service improvements that the new SPODO has initiated or accomplished to date:

- Under the framework of the Strategic Plan's seven major goals, the CDCR created 35 Strategic Planning Implementation Teams to help manage the implementation of the plan, including monthly progress reports, problem resolution initiatives, and issue identification.
- In August 2005, a Strategic Plan Management Team was established that convenes regularly to evaluate the plan's progress, resolve problems, identify barriers, and demonstrate best practices.
- Throughout 2005, the CDCR has sponsored strategic planning forums for employees and stakeholders.
- The department is developing and utilizing performance measures for the Strategic Plan.

Office of Fiscal Support (OFS)

Following are some of the programmatic efficiencies and/or service improvements that the new OFS has initiated or accomplished to date:

Budget Accountability – Extensive efforts were made to improve budget accountability in the adult institutions. In 2005, procedures and training were given to the top management and technical staff in the institutions on how to reconcile budgeted positions with the

post assignment schedules and the master roster. This will help to ensure compliance with the institutions' budgeted allotments. Also, aggressive monitoring and training of the budget process has been provided to the field. As a result, the only additional funding requests provided to the Legislature for adult institutions were for policy issues and population growth.

Training will occur in 2006 for juvenile justice facilities and other CDCR organizations.

Payroll - To date, paychecks have been successfully distributed to all CDCR employees. The merger of the YACA and its subordinated departments created a staff of 54,000 employees. These employees are scattered from the Oregon stateline to the Mexican border. Although this may have been an expected outcome from the merger of the departments this success was due to the coordinated efforts of the HR, Accounting Office, Budget Services, Department of Finance and the State Controller's Office.

Office of Labor Relations (OLR)

Following are some of the programmatic efficiencies and/or service improvements that the new OLR has initiated or accomplished to date:

- Received Delegated Authority
The OLR received delegated authority from the Department of Personnel Administration (DPA) which allows the labor relations staff to negotiate the impact for operational issues. The DPA continues to maintain the oversight of the labor arena as the employer. This joint effort provides a seamless process for continued labor balance with the labor organizations.

Office of Internal Affairs (OIA)

Following are some of the programmatic efficiencies and/or service improvements that the new OIA has initiated or accomplished to date:

- Implemented Central Intake
Central Intake was initiated prior to July 1, 2005. Twenty-five (25) hiring authorities are currently on-line with central intake, including the former CYA hiring authorities. Central intake is a centralized case intake system in which the OIA, CDCR Legal Affairs Division and the BIR participate in reviewing all allegations of misconduct against the CDCR employees. Currently, all central intake requests for internal affairs investigations from the hiring authorities are being forwarded to the OIA Headquarters in Sacramento for review and evaluation. In addition to specific hiring authorities, all statewide CDCR cases involving workers compensation fraud,

serious inmate medical treatment issues, and non-Equal Employment Opportunity retaliation cases are being forwarded to central intake. The OIA expects the Central Intake Unit to be fully implemented statewide by January 30, 2006.

- *Consolidated Case Management Systems (CMS)*

The CMS is an automated internal affairs case tracking system that facilitates tracking of cases from start to finish and enables key stakeholders in the employee disciplinary process access to necessary information. The CDCR's plan for implementation of the CMS now includes the administrative areas within the DJJ as well as the juvenile facilities statewide.

- *Revised Department Operations Manual (DOM)*

Revisions to sections in the DOM as related to internal affairs investigations are underway. Implementation of the DOM and other related CDCR policies will ensure that all internal affairs matters are handled consistently throughout the department.

- *Developed the Critical Incident Manual and Sexual Assault Guide*

The Critical Incident Manual and Sexual Assault Guide were finalized and represent the first in a series of OIA Investigator's Guides. The development of additional Investigator's Guides will ensure that Internal Affairs matters are handled consistently throughout the department.

- *Developed a Training Policy*

The OIA developed and forwarded to the Federal Court a training policy that closely mirrors the mandated training standards for the Peace Officers Standard and Training (POST) for a Specialized Law Enforcement Agency. The OIA will direct and monitor the internal affairs investigation training for all investigators, regardless of their physical location or hiring authority. The initial 40-hour internal affairs investigation training has been increased to 80 hours and mandates attendance at a POST-certified internal affairs investigation course alongside mainstream law enforcement investigators. Ongoing advanced investigation training of at least 24 hours is required every two years.

- *Provided the POST Management Course Training*
The OIA in conjunction with a private presenter has given 2,880 hours of training to internal affairs investigators, which consisted of a 24-hour interview and interrogation course. More than 20 OIA special agents will have attended the 84-hour POST Robert Presley Institute of Criminal Investigation – Core Course. The OIA agents and staff will have attended more than 4,000 hours of “out-service” advanced law enforcement training. By the end of the FY 05/06, all OIA Special Agents in Charge will attend the 104-hour POST Management Course.

GOAL 4: LEGAL COMPLIANCE – Develop preventive strategies to preclude class action suits and remedy identified violations

In order for the entire correctional system to regain its stature as a national model, we need to comply with court orders and proactively identify areas where we are vulnerable to litigation. The agency has been the subject of continual major lawsuits. There is no comprehensive plan for identifying problem areas, conducting analyses, developing corrective action, or monitoring compliance. We must be the first to identify and resolve our own issues.

Office of Legal Affairs (OLA)

Following are some of the programmatic efficiencies and/or service improvements that the new OLA has initiated or accomplished to date:

- *Developed the Legal Access Team*
The Legal Access Team, one of the keys to the reorganization, provides a single point of access for all clients, preventing the need for the client to determine where to go with a legal question. It also facilitates better tracking of assignments to ensure consistency of the advice and opinions given by the OLA.
- *Developed the Business and Infrastructure Legal Team*
Interviews with the CDCR stakeholders consistently pointed to the department's business needs as the area most underserved by the existing legal organization. The Business and Infrastructure Legal Team assists in the review of contracts with the department's outside vendors, joint venture agreements, community correctional facility agreements, leases, agreements with other public agencies, construction contracts and a host of other areas affecting the daily business of the department.
- *Collaboration with Office of Risk Management (ORM)*
The close collaboration with the ORM occurred as a result of the upcoming revisions of the Strategic Plan to move risk management into the legal compliance section. This change emphasizes the role that the OLA must play in reducing the department's exposure to liability. The OLA will also provide performance measurement indicators from its database of lawsuits, settlements, court orders and compliance reports.

- Active Involvement with the Executive Governance Committees.
The General Counsel participates in the Executive Policy Committee to ensure that proposed policies comply with all federal and state laws. The OLA also provides input to the Operations Committee to ensure that identified legal problems are addressed, and it reviews proposed operational changes for legal compliance.

Office of Civil Rights (OCR)

Following are some of the programmatic efficiencies and/or service improvements that the new OCR has initiated or accomplished to date:

- Coordinated Standards Setting
The OCR has developed and implemented training for Equal Employment Opportunity (EEO), Sexual Harassment, and annual EEO Counselor Training for all CDCR offices to ensure uniformity in the training. Additionally, the OCR has been providing EEO technical assistance to coordinators throughout the department.

Office of Research (OR)

Following are some of the programmatic efficiencies and/or service improvements that the new OR has initiated or accomplished to date:

- Developed Rehabilitative Program Guideline
The OR developed a set of guidelines for selecting rehabilitative programs based upon the scientific literature on the effectiveness of behavioral interventions.
- Revised and Reinstated Grant Process
The OR revised and reinstituted the process of granting approval and coordinating access for external researchers to increase both the amount and quality of research on the CDCR population.
- Formulated Performance Measurement System
The OR participated in the formulation of the department's performance measurement system, including the tracking and reporting of recidivism measures.
- Contributed to the Request For Proposal Process
The OR contributed to the Request for Proposals (RFP) of Community Corrections Facilities and other major initiatives to ensure the privileging of evidence-based programs and that comprehensive program participation data is tracked.

- *Assisted in Legislative Responses*
The OR assisted with the response to the legislature and the court in the *Farrell v Hickman* case and with the reform of the juvenile justice rehabilitative program agenda.
- *Collaborated with the University of California, Irvine*
The OR is working with the University of California, Irvine, Center for Evidence-Based Corrections in providing expert assistance in the development of evidence-based program assessment procedures, research on the introduction of Global Positioning System technology to track the movements of sexual offenders, sexual violence in prison and juvenile facilities, and technical violations.

Office of Audits and Compliance (OAC)

Following are some of the programmatic efficiencies and/or service improvements that the new OAC has initiated or accomplished to date:

- *Implemented Project Management Tracking System*
The OAC has implemented a comprehensive project management system to track all audits, action plans and responses.
- *Consolidated Information Security Office*
The OAC includes the department's Information Security Office, which is responsible for ensuring measures are in place to protect information assets from unauthorized access, modification, deletion and disclosure.

VI. PROGRAMMATIC EFFICIENCIES AND/OR SERVICE IMPROVEMENTS, AND INITIATIVES: PROGRAM GOALS

GOAL 5: CRIME PREVENTION AND SAFETY – Develop a comprehensive crime prevention program and use evidence-based research to reduce criminality and victimization

Correctional programs are the operational core of this organization. There is no systematic approach to correctional services from the time of arrest to the time of re-integration back into the community. We lack comprehensive assessment of the effectiveness of our programs. We must take responsibility for reducing recidivism.

Division of Adult Institutions (DAI)

Following are some of the programmatic efficiencies and/or service improvements that the new DAT has initiated or accomplished to date:

- Conducted Staff Safety Evaluations
Safety evaluations have been completed by the Corrections Standards Authority at three adult institutions. Two Institutions have completed corrective action plans and the third is preparing one.
- Implementing “Right Prison - Right Mission”
The “Right Prison - Right Mission” workgroup was formed under the direction of the DAI to examine the present and future needs of the CDCR in relation to inmate population. The workgroup is comprised of subject matter experts from Custody, Classification, Population Management, Transportation, Health Care Services, Court Compliance, Legal Affairs, and others. To date, the workgroup has completed an initial comprehensive analysis and review of the CDCR’s entire prison population. The workgroup continues to refine the concepts and is currently looking at all aspects of classification to improve efficiencies to address the significant population pressures.

“Right Prison - Right Mission” describes (1) the intended results of placing inmates in the housing and program location appropriate to the security and medical/mental health treatment of the inmates, and (2) a good match for the appropriate rehabilitative program to allow the inmate his/her best chance for success on parole/release. The implementation of “Right Prison - Right Mission” has begun with the conversion of beds from General Population (GP) to Reception Center (RC) at California State Prison, Lancaster. This

conversion, along with the other short-term goals related to RCs, was determined within the framework of the “Right Prison - Right Mission: Offender Housing Objectives.” The long-term goals related to offender health care, and community correctional facility (CCF) expansion would most likely be realized incrementally throughout the next decade.

- *Implemented the Prison Rape Elimination Act and Senate Bill 550, the Sexual Abuse in Detention Elimination Act (Chapter 303, Statutes of 2005)*

Public Law 108-79, Prison Rape Elimination Act (PREA) of 2003, was signed into law by President Bush in September 2003. The CDCR applied for a grant under the 2004 Protecting Inmates and Safeguarding Communities Discretionary Grant fund and was awarded \$1 million (\$500,000 Federal Funds and \$500,000 In-Kind Match Funds). Utilizing the grant funds, a contract was awarded to the University of California, Irvine to provide extensive research on violence in adult/male correctional facilities with a focus on sexual assault and rape. The research will delineate the parameters of the problem of sexual assault in particular and violence more generally in California institutions. One of the goals of this research is to identify viable techniques to intervene and respond to sexual assaults. The findings of this research will provide the department with specific needs that will be incorporated into policy and proactive intervention to this problem at both the youth and adult level.

In September 2005, California passed the Sexual Abuse in Detention Elimination Act, Chapter 303, Statutes of 2005. A group of adult and juvenile justice subject matter experts were gathered to begin development of the policy and internal procedures. This policy was developed, modified to be effective for both the adult and juvenile facilities and reviewed by internal and external stakeholders. Inmate educational material and a staff lesson plan were developed. The policy is in the final review stages and is expected to be signed in January 2006. Training for master field trainers will be conducted in January 2006 with field training beginning as soon as the required union notice period has been satisfied.

- *Improved Treatment of Female Offenders, Embraced Evidence-Based Practices, and Elevated Rehabilitation*

The CDCR has aggressively established an evidence-based foundation for improved female offender programming and outcomes based on empirical data and best practices in the field of women’s incarceration. The Gender-Responsive Strategies

Commission (GRSC) is comprised of representatives of community, state, local, legislative, labor organizations, ex-felons, and staff representing the various disciplines within the CDCR and nationally recognized researchers in the field of female incarceration. The GRSC assesses and makes recommendations on proposed strategies, policies and plans specific to women offenders. In line with the CDCR mission, these gender-responsive strategies will emphasize the implementation of evidence-based policies and procedures that foster personal growth, accountability, self-reliance, education, life skills, workplace skills, and the maintenance of family and community relationships to lead to successful societal reintegration.

Regulations have been established that call for evidence-based, gender-appropriate pat search practices, which will eliminate body searches of clothed female inmates by male staff.

- *Developed a Female Offender Master Plan*

The Female Offender Master Plan is an operational plan for improving services and outcomes for female offenders. The plan will be finalized in January 2006.

The National Institute of Corrections will conduct an executive level Operational Practice for Women Offenders training for the departmental leadership that will be responsible for implementing the elements of the Female Offender Master Reform Plan in January 2006. This leadership will also be responsible for implementing the policy changes necessary to comply with Assembly Bill 478 (Chapter 608, Statutes of 2005).

The DAI developed a phased housing plan to shift 4,500 Level I and II female offenders to smaller, community-based facilities, complimented with provisions of “wrap around” services including pre-release planning; gender-specific healthcare; education, vocation, and work programs; and substance abuse and trauma treatment.

- *Implemented the Cardio Pulmonary Resuscitation (CPR) Policy*

During Fall 2005, the DAI developed and distributed a new Cardio Pulmonary Resuscitation (CPR) policy requiring employees in the classifications of Correctional Officer, Correctional Counselor I, Correctional Sergeant, and Correctional Lieutenant to receive hands-on CPR/First Aid training. The policy provided that employees in these designated classifications would act as first responders to emergency-type situations and begin life saving efforts when it is reasonably safe for the employee to do so. Many

of the institutions have completed the implementation of this policy; the remaining locations anticipate completion by January 31, 2006.

- *Developed Gang Management Strategy*

In October 2005, the DAI staff met with several gang management subject matter experts from Level IV, 180 design institutions to brainstorm short- and long-term strategies for an enhanced gang management program for the CDCR. As a result of this meeting, a follow-up meeting with subject matter experts from a variety of institutions was held. This group worked with a curriculum designer and developed a significant amount of information that has been utilized to create a lesson plan and training modules on managing gang activity. These lesson plans/training modules are currently being reviewed by internal stakeholders. It is anticipated they will be ready for release to the field for both adult and juvenile institutions by February 2006. A plan of action has been developed, which includes initiatives that will be accomplished during the next 12 - 18 months.

- *Developed Racial Integration Housing Policy and Action Plan*

Due to a decision by the United States Supreme Court in a case filed by a California prisoner, the CDCR has entered into a stipulation that the CDCR will no longer use race as the sole determining factor in housing at Reception Centers (RC). This agreement prompted the development of a CDCR Racial Integration Housing Policy and Action Plan that addresses both RC populations and GP institutions. The primary goal of this plan is to ensure that the implementation of in-cell racial integration in CDCR RC and GP institutions is completed in such a way that maximizes institutional security and control. The CDCR will make every effort to ensure that the security of the institutions, officers, and inmates is not compromised with unsafe housing practices related to racial integration.

The development of this plan, including related strategies, involved the use of subject matter experts from the field representing the related disciplines and classifications that would be instrumental in planning and implementation. The CDCR also sought out and included consultants who have assisted other states in obtaining successful in-cell integration of their inmate populations. The CDCR executive-level staff toured other states' prison systems that have successfully integrated their populations and utilized these tours to garner information and documentation for best practices concerning the in-cell racial integration of offenders. This information and insight have been factored into this plan. The CDCR Racial Integration Housing Policy and Action Plan

represents a unanimous agreement on strategies for implementation from those who participated and represented the stakeholders. The plan is currently in the review stages. It is anticipated that the initial phase of racial integration will begin in March 2006.

- *Established Reception Center (RC) Workgroup*
The RC Workgroup was formed under the direction of the DAI to examine the current process for inmate intake. The workgroup has been developed and is currently utilizing a weekly efficiency report. They have also been working collaboratively to streamline systems and share best practices amongst the RC institutions.
- *Established Behavior Management Unit (BMU)*
The BMU is a departmentally authorized pilot program affecting no more than ten percent of the total state male and female inmate population, which meets the specifications enumerated in Penal Code Section 5058.1. The pilot project began at one institution in November 2005 and will expand to five additional institutions by Spring 2006.

The BMU pilot program will provide alternate GP housing and programming for those inmates who are deemed program failures, those who participate in organized criminal activity (gang activity) and those released from the Administrative Segregation Unit/Security Housing Unit (ASU/SHU). This will allow GP inmates desiring to program without violence or disruptive conduct to do so unaffected by a smaller, more disruptive segment of the inmate population.

The purpose of the program is to modify recalcitrant inmate behavior, eliminate and reduce the opportunity to repeat the behavior, and provide non-disruptive inmates the ability to program without continual interruption.

The CDCR has identified a need to take immediate and appropriate corrective action to prevent inmates' involvement in disruptive behavior, violence, or continued noncompliance with the CDCR rules and regulations. Inmates who commit these acts shall be referred to a classification committee for review of appropriate housing and program placement.

The pilot project will remain in effect through November 2007. There will be an ongoing assessment of the pilot project by the department, who will monitor the implementation and effectiveness of the policies and procedures as set forth in this plan.

- *Established Population Pressures (PP) Workgroup*
The PP Workgroup is a group of subject matter experts from the field and the Classification Services Unit. The workgroup has been tasked with identifying and presenting remedies for resolution of the current population crisis. The group is also tasked with reviewing the Mission Realignment Project (i.e. "Right Prison - Right Mission"), which includes identifying and preparing policy changes that must be in place in order to implement the plan over the next several years.

Division of Adult Parole Operations (DAPO)

Following are some of the programmatic efficiencies and/or service improvements that the new DAPO has initiated or accomplished to date:

- *Implemented the Global Positioning System Pilot Program*
In July 2005, the DAPO implemented a statewide 500-unit Global Positioning System (GPS) Pilot Program to monitor and track the movement of High-Risk Sex Offender parolees as a public safety parole supervision tool. As part of the pilot program, the DAPO has developed partnerships with San Diego County, Orange County, Fresno County and Kern County law enforcement agencies to share crime data.

Since the inception of the GPS Pilot Program, GPS technology has assisted parole agents and local law enforcement in the detection, investigation, and apprehension of several offenders involved in committing crimes involving stalking and crimes against children. This program has prevented additional crime and new victims.

The CDCR has contracted with the Center for Evidence-Based Corrections at the University of California, Irvine to conduct an independent evaluation of the effectiveness of the GPS Pilot Program as an evidence-based crime prevention public safety parole supervision tool. It is expected that GPS technology will prove to be an effective parole supervision tool that will assist parole agents and law enforcement officers in their mission to enhance public safety and prevent victimization.

- *Established the Law Enforcement Consortium*

The Law Enforcement Consortium is intended to improve communication, increase public safety, and provide a forum in which to discuss current issues facing law enforcement in California.

In October 2005, the CDCR conducted the first meeting of the resurrected law enforcement consortium, chaired by the department's Secretary. Attendees included representatives from the CDCR, members of the Legislature, California Department of Justice, California District Attorney's Association, California Police Chiefs Association, California State Sheriffs Association, California Narcotics Officer's Association, and Chief Probation Officers of California.

The meeting focused on the Police and Corrections Teams (PACT), community partnerships, Global Positioning Systems, Parole Law Enforcement Automated Data System, Assembly Bill 632, Parolee Housing Pilot Project, and the Office of Correctional Safety.

- *Comprehensive Parolee Services Day Reporting Center Program*

This new project strategy will provide for evidence-based best practices for services provided in a day reporting center environment with high-risk parolees. The DAPO will continue to work closely with the CDCR, Office of Research to establish performance measures and ongoing evaluation efforts for this project. The program will add additional critical services for parolees within Parole Region I. In addition to a multitude of services, the program will have a community service component, which will benefit not only the parolee, but the community as a whole. The program is to be expanded statewide to provide these services to at-risk parolees. When fully implemented, the program will contribute to the DAPO's mission by providing additional services for use by parole staff and improve the supervision and accountability of the parolee population in their respective regions. Ultimately, this will contribute to public safety, reduce prison costs, and help parolees become productive members of their communities.

- *Developed Redlands Multi-Service Center Proposal*

This program was proposed by the Redlands City Police Department to provide services to parolees living in Redlands, CA. The two-year pilot will provide a residential program for 25 parolees. The pilot will provide a multitude of services as part of a larger curriculum to meet the specific needs of the parolees.

The DAPO is currently working in collaboration with the City of Redlands to formalize contractual responsibilities between the two parties, the CDCR and the City of Redlands. This proposal will uniquely contribute to the mission of the DAPO through the collaboration between the CDCR and the City of Redlands Police Department. This project will allow the CDCR the option of seeking other collaborative ventures with other communities, which will provide a closer link between the CDCR and the communities in which the parolee population resides.

- *Expanded Residential Multi-Service Center (RMSC)*

This program was developed as part of the Preventing Parolee Crime Program to provide a variety of services to chronic homeless and at-risk parolees that include: shelter, substance abuse counseling, literacy training, anger management, employment services, individual/group counseling, money management, parenting skills training, and referrals to a variety of community services.

The California Preventing Parolee Crime Program evaluation indicated that on an individual basis, those who completed their treatment goals were re-incarcerated at a lower rate than those who did not participate. Due to the success of the program, the DAPO is expanding RMSC statewide. Beginning January 1, 2006, the program will be increased by 453 beds. Further expansion is planned for FY 06/07 for a gender-specific program.

- *Implemented the In-Custody Drug Treatment Program (ICDTP)*

The ICDTP was implemented in November 2005. This program is the redesigned Substance Abuse Treatment Control Unit (SATCU), and is currently designed to provide 575 beds in county jails with 2,875 parolees served annually. The program provides a 60-day in-custody treatment phase, a 30-day residential aftercare treatment phase, and a 60-day community based treatment phase.

The program provides a more comprehensive version of the former SATCU. The program is designed to help parolees modify their addictive behavior through enhanced treatment services. The intent of the ICDTP is to reduce recidivism and reintegrate the parolees back into the community as productive citizens.

- *Parole Planning and Placement Program (PPP) Expansion*

In an effort to expand and improve institutional based community re-entry programs, the DAPO is expanding the PPP beginning January 1, 2006. Currently, the PPP's target population consists of first time releases, and parole violators with a new term. The expansion will include parolees returning to prison in revocation status as a result of violating their conditions of parole.

The DAPO purchased the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS), which is an evidence based risk and needs assessment tool. The acquisition of the COMPAS tool will enhance parole supervision by providing evidence-based risk assessment on the parolee population. The COMPAS tool will work with the pre-release planning information to assess proper risk scores to meet parolee needs in the community. The risk and needs assessment tool has been piloted in multiple locations allowing the data to be tailored to the California population. Full rollout of the assessment tool to all locations will occur within the next quarter. The COMPAS allows the DAPO to perform inquiries on specific parolee populations regarding recidivism.

- *Implemented the Parolee Service Centers (PSC)*

The PSC concept was implemented in April 2005 in lieu of the Community Correctional Reentry Centers (CCRC)/Halfway Back Program to provide housing and programming to parolees who are newly released from prison or who are homeless on a voluntary basis. The PSC program extended the length of stay from an average of 45 days to a minimum of 90 days, not to exceed one year. The program has increased the efficiency of the parole mission, thus providing the parolee with additional resources needed to be successful on parole.

The CCRC unit currently has 17 contracts, totaling 745 beds statewide. On December 1, 2005, the CCRC unit received new bids for 138 beds.

Adult Correctional Education (ACE) Unit

The ACE Unit in Adult Programs understands the unprecedented emphasis being placed on the rehabilitation of offenders. It is committed to enriching academic programs by duplicating and implementing best-practices of the California Department of Education (CDE) and the California Adult Literacy Professional Development Project, and by providing job-market driven, industry appropriate, and community focused vocational programs.

Following are some of the programmatic efficiencies and/or service improvements that the new Adult Correctional Education (ACE) Unit has initiated or accomplished to date:

- *Reviewed Academic Curriculum*

The ACE Unit has undertaken the review of current CDCR academic curriculum in comparison to current adult education standards and efficiencies established by the CDE. As a result of this review, a gap analysis was completed and the Adult Basic Education curriculum was revised. This curriculum was, in turn, submitted to the CDE in November 2005 for review and subsequent endorsement.

- *Revised High School Curriculum*

The CDCR High School curriculum has undergone the review and revision process, aligning the curricula to the CDE 9-12 standards and is currently being prepared for the CDE review and endorsement process. Furthermore, each CDCR vocational curricula is undergoing review and revision to ensure the content and competencies are directly related to industry-related standards and certifications.

- *Revised Construction Trade Curriculum*

The ACE has completed the review and revision of all construction trade curricula and has purchased the corresponding texts to ensure standardization and uniformity of teaching. In-depth training has been provided to each construction trade instructor to ensure clear understanding of the curricula and texts. Upon revision, all vocational curricula will be submitted to the CDE for review and endorsement. The ACE continues to work on aligning the other vocational programs to their respective industry-established standards.

- *Contracted with Heartstream Education*

In October 2005, the ACE contracted with Heartstream Education to provide the first ever statewide training in school management to all principals and vice-principals. The focus of the training centered on school achievement, accountability, assessment, and leadership.

- *Expanded College Programming*

The ACE expanded college programming by entering into a formal partnership with three colleges and 12 institutions. A pilot program has been established with Coastline Community College and nine institutions to offer correspondence courses to inmates desiring an

Associate of Arts degree. In addition, Lassen Community College and Chaffee Community College have partnered with High Desert State College, California Correctional Center, and the California Institution for Women.

- *Implemented Conflict Anger Lifelong Management Program (CALM)*
The ACE has implemented the CALM program at High Desert State Prison as part of the institution's Behavior Modification Unit.
- *Improved Assessment Process*
The ACE has improved the assessment process by developing a centralized statewide student achievement tracking system.
- *Collaborated with Community Re-Entry Partnership*
The ACE in concert with the Community Re-Entry Partnership provides transition services to parolees. This collaboration was expanded to Oakland and Fresno.

Division of Juvenile Justice (DJJ)

Following are some of the programmatic efficiencies and/or service improvements that the new DJJ has initiated or accomplished to date:

- *Completed Staff Safety Evaluations*
Safety evaluations have been completed by the Corrections Standards Authority at four DJJ facilities. Corrective action plans have been developed and will be the guide for continued safety improvements.
- *Held Juvenile Academy Graduation*
The DJJ utilized the Richard E. McGee Training Academy in Galt to hold a juvenile academy. A class size of 88 cadets graduated, which is the largest in the DJJ history.
- *Recruitment and Filling of Vacant Medical Positions*
As a result of the extension of adult lawsuit settlement provisions on salary levels and pay differentials for certain health care classifications, the division expects to recruit and fill all vacant medical and nursing positions.
- *Developed a Juvenile-Specific Prison Rape Elimination Act Policy*
In collaboration with Adult Operations, the DJJ has developed a Juvenile-Specific Prison Rape Elimination Act policy. As a result, the State of California will be the first state to develop such a policy for juveniles.

- *Developed Gang Intervention Programs*
The program has developed two model Gang Intervention programs. One uses distance learning between wards and former gang members at San Quentin State Prison (Choices Program) and the second program features direct meetings between wards and ex-gang members at Mule Creek State Prison (California Gangs Anonymous).
- *Participated in Training Programs*
The DJJ has had the opportunity to participate in many training programs such as supervisory training, leadership programs, Equal Employment Opportunity training, and crime scene preservation. The consolidation of training resources created by the reorganization has provided additional training opportunities for staff within the DJJ.
- *Developed Education Recruitment Strategy*
The Division of Juvenile Programs (DJP), Education has developed a recruitment strategy and process for hiring teachers. The result of this recruitment strategy is a placement of 300 teachers on the DJP eligible list.
- *Recruited and Filled Vacant Education Administrative Positions*
The DJP has recruited and filled all vacant education administrative positions at seven of the eight juvenile facilities.
- *Collaborated with the Office of Correctional Safety, Law Enforcement Investigations Unit*
As part of a staff and ward safety effort, the DJJ worked with the Law Enforcement Investigations Unit to monitor and de-escalate ward tension related to the Stanley "Tookie" Williams execution.
- *Reformed Changes at N.A. Chaderjian Youth Correctional Facility*
In August 2005, the intake at N.A. Chaderjian Youth Correctional Facility (NACYCF) was discontinued, with the exception of a very small number of youth with special needs. Since that time, the total population at the facility has decreased from almost 500 wards to approximately 350 wards. Assaults on staff have decreased from an average of over six per month to less than two per month. The student absentee rate at the N.A. Chaderjian High School has decreased by 50 percent. Youth-on-youth batteries and group disturbances have decreased by 57 percent in the past three months as compared to the first nine months of the year. In September 2005, 30 community providers assisted youth with identifying community employment options to prepare them for re-entry into the community.

Office of Victim and Survivor Rights and Services

Following are some of the programmatic efficiencies and/or service improvements that the new Office of Victim and Survivor Rights and Services has initiated or accomplished to date:

- Collected restitution for victims from adult offenders (since 1992, the dollar amount has surpassed \$100 million);
- Held 11 “Focus Groups” throughout the state, bringing together the leaders in community, county, and victim service organizations as well as victims themselves;
- Maintained two federal victim services programs and a third has been initiated to assist in deploying a national model victim impact curriculum for offender education;
- Provided victim services and restitution information to over 4,000 citizens in over 100 outreach sessions;
- Conducted an in-depth study of restitution at all adult prisons;
- Sponsored and helped staff establish a state-of-the-art Inmate Banking System to manage all prisons restitution, banking, and canteen functions. The completion date is anticipated to be in 2007;
- Installed a new call center to better serve the more than 12,000 calls received monthly in adult services;
- Began the groundbreaking new victim-offender reconciliation program;
- Implemented new procedures assisting parole agents in the collection of restitution from parolees; and
- Created an extensive operational plan for victim services.

Office of Correctional Safety (OCS)

Although the OCS is still in its transitional phase, the reorganization has facilitated a multitude of successful operations that cross divisional lines and better utilize the CDCR’s size and resources.

Following are some of the programmatic efficiencies and/or service improvements that the new OCS has initiated or accomplished to date:

- *Developed Pilot Programs*
The OCS has developed and initiated two pilots. The first pilot program is the transition of the existing Crisis Response Teams (CRT) into a dedicated Special Operations Group organization. The second pilot program developed and initiated in the central region of the CDCR is the assessment and analysis of staffing and functions of Institutional Investigative Services Units and Institutional Gang Investigators.
- *Organized a Task Force to Provide Assistance to DJJ*
In July 2005, the OCS organized a task force of the Special Services Unit (SSU), institutional investigators, and security personnel to assist the DJJ at the N. A. Chaderjian juvenile facility to restore order and investigate gang violence at the facility after a series of serious staff assaults.
- *Organized Gang Intervention Operations*
The OCS has successfully organized gang intervention operations in the cities of Compton and Hawaiian Gardens and the County of San Mateo, which included personnel from both the adult and juvenile parole divisions.
- *Coordinated Intelligence and Security Operations*
The OCS has coordinated intelligence and security operations regarding the execution of Stanley "Tookie" Williams, including the organization and deployment of the Crisis Response Team (CRT) personnel and the first centralized CDCR-wide intelligence gathering and dissemination operation utilizing the newly formed Criminal Intelligence and Analysis Unit.
- *Collaboration with United States Marshal Service*
In December 2005, the OCS met with the command staff of the California-based United States Marshal Service (USMS) to finalize a statewide agreement between the two agencies to coordinate fugitive apprehension efforts.
- *Provided Training*
In December 2005, as part of its commitment to upgrade the professional skills of the CDCR staff to industry standards, provided advanced investigations and tactical training to personnel from the adult and juvenile divisions, both parole and institutions, and the Emergency Operations Unit (EOU), which was heretofore unavailable to the staff.

Corrections Standards Authority (CSA)

Following are some of the programmatic efficiencies and/or service improvements that the new CSA has initiated or accomplished to date:

- Staff Safety Evaluations: Following consolidation, the CSA partnered with staff from the DAI and the DJJ to conduct staff safety evaluations at the CDCR institutions. At the request of the department, evaluations of all adult institutions and juvenile facilities have been planned over a 36-month period. As of December 2005, seven institution evaluations have been conducted (three adult and four juvenile) and reports have been submitted to the department's Secretary. The corrective action plans have been developed for the DJJ facilities.

GOAL 6: OUTREACH, PARTNERSHIPS – Seek out partnerships and develop meaningful programs and processes to promote shared responsibility for community safety

We define our success as preventing crime, violence, victimization and increasing the rate of successful reintegration of parolees into our communities. We have given limited attention to developing full partnerships with community groups willing to help us (e.g. with law enforcement, community/faith-based organizations, crime victim advocacy groups and academia). We have not had the “will” to foster successful community partnerships. We must build community collaboration.

Division of Community Outreach and Partnerships (DCP)

Following are some of the programmatic efficiencies and/or service improvements that the new DCP has initiated or accomplished to date:

- *Collaborated with Private Non-Profit Groups, Local Government and Community Stakeholders*
In July 2005, the new CDCR hosted its Second Annual Future Focused Leadership Conference: The Implementation Imperative. The conference brought together high-level executives from the California correctional system and community organization representatives. The community collaborative panel presentation and dialogue, entitled, “Building a Community Partnership: Lessons from the Field” with community organization representatives and the CDCR staff focused on achieving one critical part of the department’s new mission – forming partnerships with hundreds of community agencies that will support rehabilitation of juvenile and adult ex-offenders in California.
- *Provided Initial Point of Contact for Community Organizations*
For the first time, the department has a single point of contact for organizations seeking to partner with the CDCR. Since July 2005, the DCP has worked with over 50 organizations seeking financial and programmatic support for their efforts to serve the offender population in California. Tasks included providing contact information; directing organizations to appropriate staff and programs; vetting proposals; securing letters of support; developing partnership and collaboration agreements; and providing communications to those seeking an active, participatory relationship with the CDCR.

- *Identified and Coordinated Federal Funding Opportunities*
The DCP staff has identified over \$10 million in federal grant opportunities for which the department is eligible. Working with staff from the Federal Department of Justice and the Bureau of Justice Administration, the DCP staff is now working to coordinate with the CDCR staff to determine eligibility and capacity to apply for funds consistent with the overall programmatic drive of the department.
- *Conducted Implementation Activities Related to Senate Bill 618 (Chapter 603, Statutes of 2005)*
Senate Bill (SB) 618 authorizes the department to enter into agreements with up to three counties for the transfer of responsibilities for the risk/needs assessment of non-violent offenders sentenced to state prison from the CDCR to local agencies. The DCP is leading the CDCR efforts to implement a SB 618 collaborative partnership in San Diego. The working group has been meeting regularly to finalize a proposal to submit to the CDCR by January 2006. This pilot may have the capacity to serve over 200 offenders returning to San Diego County.
- *Collaborated with Private, Non-Profit Agencies to Initiate the "Re-Engineering Re-Entry" Pilot Project in Santa Barbara County*
This pilot project in Santa Barbara seeks to "re-design" the re-entry system in Santa Barbara County and improve recidivism rates. The National Council on Crime and Delinquency (NCCD), with support from the Gerbode and Roney Family Foundations, expects that the project will develop a re-entry blueprint, defining specific roles for all stakeholders (including the CDCR) and serving as a model for other California counties. The DCP staff worked with the NCCD to identify issues and secure departmental support. They also participated in the planning and identification of resources and individuals instrumental to the success of the initiative. The project hosted its kick-off event in November 2005 and its community assessment event in December 2005. Additional steps include a community planning meeting, a plan-approval session, community mobilization and education around the plan, and program assessment and refinement of the Santa Barbara Plan.
- *Coordinated Efforts to Establish a Faith-Based Re-Entry Initiative at the California Institution for Women (CIW)*
The DCP is working with Alpha for Prisons and Re-Entry (and the CDCR's Research Unit) to coordinate a first-of-its-kind faith-based continuum of services for offenders preparing for re-entry. This is a unique, all-volunteer initiative that supports offenders' re-entry from

pre-release to community integration. The anticipated start date is January 2006.

- *Established a Community Organizations On-line Directory*
An on-line community directory of over 140 groups and organizations has been established to provide local assistance to offenders as they re-integrate into society.
- *Collaborated Efforts with Private Non-Profit Groups, Local Government and Others*
 - Conducted meetings with the University of California, Los Angeles to identify best practices in the substance abuse treatment arena to aid in the program design of future scopes of work and evaluation efforts.
 - Initiated collaborative efforts with the California State University (CSU), San Diego to address cross training of substance abuse treatment providers and the CDCR staff.
 - Initiated collaborative efforts with the CSU, Bakersfield for field placement of School of Social Work graduate students into substance abuse treatment programs.

GOAL 7: HEALTH CARE DELIVERY – Ensure an organization design and accompanying system to provide efficient delivery of quality health care

We are morally and constitutionally obligated to provide health care to incarcerated offenders. Our organization has been found deliberately indifferent in the delivery of healthcare. We must radically change our approach to healthcare programs and delivery.

Division of Correctional Health Care Services (DCHS)

Effective July 1, 2005, a reorganized DCHS was established within the CDCR. The mission of this division is to provide the efficient delivery of quality, cost-effective health and mental health services to our incarcerated adult offender population. Although SB 737 retained the health-mission for juvenile offenders within the DJJ, the offices will collaborate in the development of improvements to share advances where appropriate and possible. For example, many of the compensation and hiring improvements pursuant to the federal court order for adults will also be applied to the medical staff within the DJJ.

During the last six months, the efforts of the DCHS have been primarily directed towards developing and implementing a managed care health care delivery system that provides standardized services in an effective and efficient manner. Major initiatives have focused on establishing sustainable medical, mental health and dental programs; creating evidence-based performance management systems; and resolving major deficiencies in staffing and facilities.

Following are some of the programmatic efficiencies and/or service improvements that the new DCHS initiated or accomplished to date:

Medical Program

In December 2005, the Federal Court issued a court order related to clinical staffing in the Medical Program. In early January 2006, the court determined that the DCHS was in compliance with the December 2005 court order. Compliance with this complex and comprehensive court order is a major accomplishment of the DCHS.

The Medical Program achieved unprecedented improvements in clinical staffing including substantial increases in salary levels and pay differentials and provisions for expanded use of mid-level primary care providers (Nurse Practitioners and Physician Assistants). These improvements provide a necessary foundation for adequately staffing the CDCR institutions with an adequate number of quality clinical staff.

Improvements include:

- Increased salary for Physicians, Nurse Practitioners and Registered Nurses, including Physician and Nurse Supervisors and Managers;
- Established a Physician Assistant classification and appropriate salary scale with the University of California;
- Established provisions to provide for increased use of Nurse Practitioners and Physician Assistants;
- Established a Statewide Clinical Director and three Regional Medical Directors to provide statewide clinical leadership;
- Developed an Orientation Manual for clinical staff and established an orientation program for newly hired state and contract clinical staff;
- Developed data-driven monitoring systems to assess and evaluate hiring efforts;
- Implemented systems to reduce hiring times;
- Created on-line application forms that can be accessed from the Internet;
- Increased contract rates and the number of contractors for registry services;
- Negotiated an Interagency Agreement with the University of California, San Francisco to provide on-site medical consultation and high quality primary care for inmate-patients with complex, high-risk medical conditions;
- Implemented a system to improve credentialing and peer review processes and pre-employment licensure evaluation; and
- Implemented steps to ensure that physician employees at the CDCR have the necessary skills in primary care to provide quality, cost effective care for patients, including:
 - Established a new state employment list with a greater emphasis on primary care knowledge and experience.
 - Established a requirement that all civil service and registry physicians be board-certified or board eligible in primary care or internal medicine, and systematically and objectively assessing

all DCHCS physicians for competence in primary care through an Interagency Agreement with the University of California.

Significant progress and improvements also occurred in the development of the medical managed care program and facility development, which include:

- Developing and implementing a standardized health risk assessment and classification system that begins at intake and assists in the identification and appropriate placement of inmate-patients.
- Developing a comprehensive tiered placement system for patients with special health care needs within the CDCR, the Department of Mental Health and community settings. In conjunction with the CDCR “Right Prison - Right Mission” Project, the DCHCS is developing plans to realign institutional health care missions in order to consolidate and manage the care and services provided to inmate-patients with special health care needs. These consolidated care centers will optimize the use of resources and ensure appropriate programming, treatment, and case management for inmates with special health care needs.
- Developing a comprehensive death review system that assures timely review of deaths for clinical practices and system concerns.
- Continuing to implement the Inmate Medical Services Program (IMSP) at each institution in a multi-year implementation schedule. The IMSP includes:
 - An automated Inmate Medical Appointment Scheduling and Tracking System to provide critical case management support;
 - Standardized policies, procedures and protocols on a wide range of clinical services;
 - An auditing process and key indicator reports used by the institutions and the Quality Management Assistance Teams;
 - A standardized management reporting system to monitor performance and continuous improvement; and
 - An organized Chronic Care Program that covers many chronic diseases such as diabetes, asthma, hypertension, tuberculosis, and hepatitis C virus (HCV). This program includes patient education, planned visits, primary care teams, and chronic care case management guidelines.
- Continuing to expand the DCHCS Telemedicine Services Program that provides necessary medical specialty care services while avoiding costs associated with medical transport and guarding.

- Established a Long Term Care Center within existing health care beds at the California Medical Facility for inmate-patients requiring a sub-acute level of care. This releases higher-cost inpatient beds for inmate-patients requiring those levels of care and decreases the need to transfer them to a more expensive community hospital bed.
- Implemented a pilot for an automated pharmacy management system and a mental health clinical management system that combines clinical and pharmacy services information at both the institution and parole level.

Mental Health Program (MHP)

The MHP continues with major efforts to provide quality mental health services to a growing population of inmates with mental health treatment needs.

Improvements during this period include:

- In concert with *Coleman* Special Master and plaintiff attorneys, revised the MHP guides containing policies and procedures for managing the mental health services delivery system. The revised program guides are in the final stages of negotiation and court approval. The DCHCS is identifying additional workload that will result from new or modified policies, positions needed to manage that workload, and physical space needs.
- Conducted an Unidentified Needs Assessment (UNA) of all inmate-patients at the Enhanced Outpatient Program level of care to ensure appropriate placement and to identify areas where mental health bed resources might be lacking. Study results indicate that the need for intermediate level of mental health care beds for Level IV inmates exceeded bed supply. The average length of stay at this level of care is seven months.
 - Developed and implemented a plan to increase the number of single-cell Intermediate Care Facility (ICF) beds at California Medical Facility (CMF) and Salinas Valley State Prison (SVSP).
 - 36 beds are operational at the CMF since October 2005.
 - Plans call for the availability of 128 single cell beds at the SVSP by May 2006.
 - Increasing the Salinas Valley Psychiatric Program by an additional 64 beds by FY 08/09.
- Completed revisions to the Memorandum of Understanding with the Department of Mental Health (DMH) that refines the process for referral of inmates to the Day Treatment Program, ICF, and Acute Psychiatric Program Beds managed by the DMH.

- Currently responding to the *Coleman* Court Order by developing a Medication Management Plan and revising a standardized medication management audit tool.
- Utilizing clinical indicators to gauge progress in implementing Program reforms statewide. The aggregate data used to identify best practices and areas that require improvement.

Dental Program

In December 2005, the CDCR entered into the *Perez vs. Hickman* Stipulated Agreement regarding the provision of dental services to the inmate population. This agreement calls for implementation beginning in July 2006 and continuing through December 2011. During the last six months, major efforts were taken to prepare for the implementation of the comprehensive dental program as specified in the Stipulated Agreement.

Improvements include:

- Completed and obtained court approval for new Dental Program Standards of Care and Policies and Procedures;
- Implemented Dental Emergency Care policies that require the Chief Dentist to be on-call to respond to dental emergencies and provided training to institution physicians, nurses and dentists on the new policy;
- Developed a Dental Program Key Indicator Report to monitor performance;
- Received resources on July 1, 2005 to begin the planning phase of the Stipulated Agreement and replace aging or non-functional equipment;
- Proposed resources included in the FY 06/07 Governor's Budget to implement a multi-year phase-in of the new Dental Program;
- Performing a space analysis to determine future capital outlay needs; and
- Prepared a Request for Offers to obtain a contractor to design an interim Dental Scheduling and Tracking System.

Performance Management System

The DCHCS continues to work towards a data-driven Performance Management System that is based on quality management principles and processes. The Performance Management System is designed to assess performance and provide a standardized structure and process for

problem identification and system improvement. Major program areas continue to develop and produce key indicator reports that provide data for assessment and evaluation of program performance. Committee and subcommittee structures continue to be developed to provide coordinated participation by stakeholders in program development and program improvements.

VII. Conclusion and Next Steps

The department will demonstrate our commitment to change the way we do business, which will improve public safety overall. Some of the department's upcoming initiatives include:

- Release a revised Strategic Plan in January 2006;
- Provide greater training and more comprehensive recruitment;
- Continue to seek out partnerships and develop programs and processes promoting shared responsibility for community safety;
- Continue to develop a comprehensive crime prevention program and use evidence-based research to reduce criminality and victimization and improve safety and security in our institutions and our communities; and
- Continue to develop and monitor strategic and operational performance measures.

During the six-month period since the implementation of the CDCR, the department has focused its attention on the implementation of organizational and operational changes, which were required for it to begin functioning as a new department of over 50,000 staff. As a result, the CDCR expects to report on any fiscal efficiencies resulting from the reorganization of its programs and operations in future quarterly reports.

The CDCR will continue to move forward with the consolidation and reorganization efforts despite the numerous challenges that face this department. These challenges include population management, health care delivery, recidivism of offenders, adequate resources, continuity of leadership, staff training, and enterprise-wide information technology development. Given these and many other challenges, the reorganization of this department has begun to build a foundation for sustainable change.

To accomplish our goals and overcome some of the challenges we face, it could take this department up to ten years. Nevertheless, the CDCR will continue on the path of profound and transformational change.